

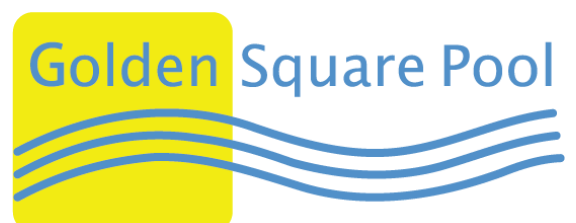
Golden Square Pool Inc.
2020-2024 Strategic Plan

Governance
Community
Finance Marketing

Golden Square Pool – working hard every day to be
a **vibrant, dynamic and empowering**
community hub that **connects and grows**
Golden Square and Bendigo.

Presentation and
Logistics
People
Sustainability

Golden Square's
beating heart



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Golden Square Pool is important for connection with community and outdoor recreation. It is playing a vital role in the mental and physical wellbeing of the people of Golden Square and beyond. It is run by welcoming and happy volunteers who are proud to be part of something so rewarding. It is truly a special place.

MARGARET HAND



Golden Square Pool Inc. 2020-2024 Strategic Plan was developed in January 2020, and will undergo an annual review of the action plan by the Committee of Management each June-August, for the plan's life. This review will be communicated to members and key stakeholders. This plan will be active until March 2025, the conclusion of Season 2024/2025, after which the 2025-2029 Strategic Plan will be implemented.

WHO ARE WE?

Golden Square Pool Inc. is a **voluntary run, multi-award winning community swimming pool** in Bendigo, Victoria, which has welcomed over 100,000 locals through the gates in just six years to access health and wellbeing and community programs.

The pool was successfully **saved from closure** by Golden Square residents in March 2013, following a strong community campaign. The pool was again saved from closure in 2018.

In 1877 the people of Golden Square began the campaign to acquire baths in their own suburb. The dream was realised in 1918. The initial baths were enthusiastically received and continued to provide a place of relaxation and community throughout the following century. Many changes and upgrades over time have included the introduction of first a gravel bottom and later, a fully concreted shell. The driving force behind the original proponents of the pool was to provide a safe place for children to learn to swim and cool off and this is still true today.

Golden Square Pool is a not for profit organisation with charitable status, with the facility being leased from City of Greater Bendigo. The current lease with the City expires in June 2020. Golden Square Pool is an incorporated entity, managed by an elected Committee of Management consisting of a President, Vice President, Treasurer, Secretary and five general members. The organisation employs a Pool Manager, 10 lifeguards and one contractor.

Through authority of the Committee of Management and the Pool Manager, **volunteers undertake all tasks** to ensure the successful day-to-day operation of the pool. This includes payroll and finances, pool operations and processes, kiosk operations, compliance with relevant legislation, fundraising and developing programs. The Committee of Management lead a strong offseason program of fundraising and works.

Golden Square Pool has become a **local, state and nationally renowned leisure and recreation facility**, with a specific focus on health and wellbeing and community development. Golden



Square Pool was named Community Group of the Year at the 2019 Victorian Regional Achievement and Community Awards, and won a state Innovation Award at the 2019 Volunteering Victoria State Awards for its dynamic Junior Volunteer Team program. Moreover, President Sam Kane was named City of Greater Bendigo's Young Citizen of the Year in 2019 for his commitment to Golden Square Pool and the Golden Square and Bendigo communities, and won the national ABC Heywire competition in 2020 for his story on the community development work at Golden Square Pool, and his journey to President.

Patronage has seen **significant growth since 2013** and under community operation (980% increase). This has coincided with a determined marketing plan that has developed the unique personality and brand of the pool. Along with a family-friendly events series, health and wellbeing programs, several learn-to-swim programs and committed partnerships with businesses and community groups, Golden Square Pool has cemented its position as Golden Square's community hub, and is looking ahead with optimism to overcome any challenges the future presents.

OUR VOLUNTEERS

Golden Square Pool is operated by over 80 strong, skilled, committed and vibrant volunteers, who work each and every day - on and off season, to live out our vision.

Our volunteers complete tasks such as taking entry, working in the kiosk, undertaking maintenance, running fundraisers, organising and holding events, as well as representing the pool within the local community.

But more than that, our volunteers are the face of our facility, and are the main point of interaction for our patrons. They take pride in their work and are the true beating hearts of Golden Square's beating heart.

In 2018 we launched our award-winning Junior Volunteer Team program, where young people in our community are mentored in skills through volunteering in our kiosk, at events, and cleaning the grounds.



Junior volunteers work in the kiosk with their parents and other volunteers, learning valuable skills in money handling, the importance of committing to a regular time and following through on that commitment, how to work in a team, listening to instructions from others, and trying new things.

Our Junior Volunteer Team also gives members the opportunity to learn about what it means to belong to a community, be a part of something meaningful and valued, and how being involved in something bigger can change people's lives.

WE'RE MORE THAN JUST A PLACE TO SWIM

While we take pride in our three pools and provision of high-quality, award-winning aquatic services – our organisation is about more than just jumping in for a swim.

Since saving the pool from closure, we have actively taken steps to develop our wider program and offerings as an organisation – both on and off season, to provide opportunities for our community to connect with their local area, something that was lacking in Golden Square.

During this season this includes our dynamic live music, movie and events series, a health and wellbeing program ranging from poolside yoga and bootcamp to dedicated aquatic skill development programs such as SwimSafe Bendigo and Lap Club, a Community Garden and life-skill and experience programs through volunteering opportunities.

When the pool is closed our organisation is still active, hosting Biggest Morning Teas, Friends of Golden Square Pool Monthly Working Bees and social gatherings, fundraising dinners, movie nights, presenting in the *Bendigo Advertiser* Gala Parade, and being part of state aquatics and volunteering conferences.

These programs, and more, help to create an organisation that members of the Golden Square and Bendigo communities are actively engaged in at all times, and get real meaning from – not just while the pool is open but every single day.



I love the friendships that I have made at Golden Square Pool.
TRACIE KANE

OUR FUTURE

Golden Square Pool Committee of Management, volunteers, staff and supporters are optimistic about the pool's future, and its position as Golden Square's community hub. Our current lease with the City of Greater Bendigo expires on 30 June 2020, with a decision on the pool's future due between February and April 2020. We are working actively and in collaboration with council, and are committed to advocating for the pool's long-term future.

With no definite future, business and financial planning is difficult, as is determining how to serve the community in the best and most efficient manner. Despite this, during the past year we have powered forward developing plans covering the next 10 to 20 years. This includes developing procurement lists, plans and quotes for operational and amenity items, presenting and advocating to the City of Greater Bendigo, helping form a state-wide Community Pools Network, developing relationships with aquatic and legal organisations (such as Aquatics and Recreation Victoria) and connecting with new stakeholders to support the pool's growth.

These steps have placed us in a strong and well-grounded position entering 2020's lease

Golden Square Pool provides an important and invaluable community space where locals come together for the benefit of each other. It is a true example of a community hub and offers not just social but educational and healthy lifestyle opportunities for all. It's unique because it is community run, and run by a group of amazing, passionate people.

LISA CASTLES



expiration and negotiation with City of Greater Bendigo.

We have also been actively involved in discussions regarding the development of the Golden Square Recreation Reserve Master Plans, suggesting different options for both the retention and replacement of the pool, as per council's resolution in February 2018. Likewise, we are looking forward to being involved in the implementation of the city's next Aquatic Facilities Strategy.

Since we took over management of the facility in 2013, volunteers have worked tirelessly to ensure the facility is the best it can be. We have undertaken significant major works and made major purchases, which have transformed the pool for our community.

Moreover, we have made the pool one of the least subsidised per entry across the municipality, at \$2.66 per entry for council's financial contribution.

We will never stop advocating for this facility, to ensure that Golden Square residents have a place for outdoor swimming recreation and community building in their own suburb.

BY THE NUMBERS (2018/2019)

334 members

18,793 season entry total

503 patronage increase on last season

4th largest outdoor VicSwim program in Victoria

190 VicSwim lessons given

322 SwimSafe Bendigo free lessons given

550 people attended Music by the Pool

55 volunteers

1000 volunteering hours, just during the summer season

18 Junior Volunteer Team members

254 Junior Volunteer Team hours worked just during summer

4,320 school students attended for programs

3,100 followers on social media

200 people attended water aerobics or yoga as part of our health and wellbeing program

770 people attended our inaugural New Year's Eve party

120 people joined the new Friends of Golden Square Pool group

Half our members are not from Golden Square

2,900 visitors to webpage, **11,345** total page visits

OUR MANAGEMENT TEAM

Sam Kane President and Pool Manager

Barbara Lomas Vice President

Janene Hewitt Treasurer

Patrick Skahill Secretary

Natalie Kurzke

Margaret Hand

Catherine Doyle

Jason Smith

James Courtman

I like interacting with people and volunteering provides me with opportunities to learn new skills.

MIRABEI BIRTLES, 15

SPONSORS AND SUPPORTERS

Bart n Print

Coolabah Turf

Clark Rubber

Kirkland Lake Gold (Fosterville)

Anaconda

Fire Alarm Essentials

Dominos

Triple M

Websmith Productions

Woolworths

Hip Pocket Workwear

Bunnings

Rifle Brigade Hotel

Swimming Australia

National Hotel

Department of Justice

Foundry Hotel

Department of Infrastructure

Deleccas Bendigo

Poyser Trucks Bendigo

Grill'd

OUR ORGANISATION

VISION

A vibrant, dynamic and empowering community hub that connects and grows Golden Square and Bendigo.

MISSION

Golden Square Pool strives to be a premiere aquatic, leisure and recreation facility that is accessible to all people, provides opportunity for volunteering and community involvement, and promotes the health and wellbeing of Golden Square and Bendigo residents.

VALUES

We value **community, aquatic recreation, health and wellbeing, skill development, friendship, fun.**

MOTTO

Your Community Pool

OBJECTIVES

Golden Square Pool is proud to be Golden Square's beating heart, with our Committee of Management, volunteers and staff committed to building a powerful and positive community hub that people of all ages and abilities can enjoy:

- Provide Golden Square and Bendigo residents with a safe, welcoming and affordable space for recreation
- Create innovative programs that prioritise health and wellbeing and community development
- Be a dynamic and vibrant community hub for every single person, with a focus on young people
- Offer opportunities for skill development, growth and involvement for volunteers, staff, patrons and the wider community
- Grow the platform and tell the story of the organisation through marketing, fundraising, sponsorships and grant acquisition
- Become a sustainable organisation with strong strategic directions, prepared for the future

Golden Square Pool breaks down barriers for community members. Regardless of age, gender or cultural background, the community space has welcomed people to be a part of a group where they feel welcomed and accepted.

BRONWYN SOKO



2020-2024 STRATEGIC PLATFORMS

The multi-award winning Golden Square Pool is experiencing an unprecedented amount of growth, as we transition from a seasonal swimming pool to a year-round community hub which services the entire Bendigo community. With that comes need to move the organisation to operate more efficiently and effectively, to cope with the demands of growth and a changing aquatic landscape. Golden Square Pool 2020-2024 Strategic Plan aims to solidify the operation from a business and financial perspective, while keeping and expanding the organisation's community focus. This plan provides leadership, vision and guidance to Golden Square Pool Inc. Committee of Management in establishing a strong, sustainable and viable future as Golden Square's beating heart. The strategic platforms have been developed via a detailed analysis of current services and operations.

Governance

- Implement operational changes to ensure the organisation meets all legal and regulatory obligations to City of Greater Bendigo, Lifesaving Victoria and Royal Lifesaving Australia (Guidelines for Safe Pool Operations)
- Define future business model
- Form a Policy and Procedures Team to undertake, review and amend the organisation's operational responses and protocols
- Explore opportunities for partnering with external contractors and aquatic facilities in key areas of operation
- Explore the appointment of a Patron and Ambassadors
- Undertake negotiations with City of Greater Bendigo regarding Golden Square Pool Inc.'s lease and finance agreement
- Grow the organisation's presence in the local and state not-for-profit, community and volunteering sector

Finance

- Ensure the ongoing financial viability and growth of the organisation
- Grow programs and expand infrastructure potential through obtaining local, state and federal grants
- Ensure fundraising opportunities to assist in financial viability and social connectedness
- Ensure sustainable operation by employing suitably qualified individuals to undertake key operational roles

People

- Train volunteers in aquatic knowledge through industry training and professional development opportunities
- Ensure aquatic risk mitigation
- Implement structures to ensure volunteer retention and equal workload sharing to stop volunteer burnout
- Ensure the health and wellbeing of employees and volunteers
- Increase volunteer and employee skill development opportunities

Presentation and logistics

- Investigate with a view to implements aquatic infrastructure improvement and upgrades for longevity and quality and service of patrons
- Uphold the presentation of the site and undertake beautification works
- Develop sustainable managed IT systems, including website, social media, cloud-based data management, online business management platforms and applications

Marketing

- Continue to grow and develop the strategic marketing presence of the organisation within the Greater Bendigo community and beyond

Community

- Provide a strong health and fitness program
- Promote and encourage active transport to the pool, such as cycling, scootering, walking and running
- Continue the growth of SwimSafe Bendigo
- Expand the Community Garden program
- Develop strong connections with local schools to grow the existing school's patronage
- Establish strong partnerships with local organisations and businesses to grow the organisation as a vibrant community hub
- Hold a strong and diverse annual events season
- Provide programs that offer opportunities for skill development
- Develop a strong offseason program to become a dynamic all-year organisation that focuses on promoting and expanding the work of the organisation

Sustainability

- Engage with City of Greater Bendigo on future plans incorporating Golden Square Pool Inc.
- Investigate opportunities for shared facilities in the Golden Square Recreation Reserve
- Become more environmentally conscious and take relevant steps to change facets of the organisation to be aware of our carbon footprint and environmental position



ACTION PLAN

| Strategic platform | Strategic objective | Action | Responsible person | Timeframe | Outcome and annual review |
|--------------------|---|---|---------------------------------------|-------------------------|---------------------------|
| Governance | Implement operational changes to ensure the organisation meets all legal and regulatory obligations to City of Greater Bendigo, Lifesaving Victoria and Royal Lifesaving Australia (Guidelines for Safe Pool Operations) | Undertake two Lifesaving Victoria Pool Safety Assessments and implement recommendations | Pool Manager | 2020 and 2023 | |
| | | Complete annual inspections by City of Greater Bendigo and implement recommendations/requirements | President and Committee of Management | Annually | |
| | Define future business model | Develop adequate succession plans for all executive leadership roles and key positions of responsibility in the organisation | Committee of Management | August 2020 | |
| | | Implement assistant positions on Committee of Management and for positions of responsibility where practicable | Committee of Management | August 2020 | |
| | | Create detailed Position Descriptions for each position of responsibility and employees | Committee of Management | April 2020 | |
| | | Review and implement the 2019 Organisational Structure, including defining and reviewing key positions and roles and responsibilities | Committee of Management | August 2020 (+seasonal) | |

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| | | Solidify Pool Manager employee | Committee of Management | August 2020 | |
| | | Investigate the viability of appointing a General Manager and seasonal Operations Manager | Committee of Management | August 2021 | |
| | Form a Policy and Procedures Team to undertake, review and amend the organisation's operational responses and protocols | Develop a Risk Management Plan | Policy and Procedures Team | October 2020 | |
| | | Develop a Business Contingency Plan | Policy and Procedures Team | October 2020 | |
| | | Annually review the organisation's Child Safe Standards | Committee of Management | Annually, October | |
| | | Annually appoint a Child Safety Officer | Committee of Management | Annually, October | |
| | | Review the Pool Operations Manual | Pool Manager and President | 2021, 2023 | |
| | | Develop a Crisis Management Plan | Policy and Procedures Team | October 2020 | |
| | | Develop a Data Management Policy and plans | Policy and Procedures Team | October 2020 | |

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| | | Produce and release an Annual Report and circulate to key stakeholders | President and Committee of Management | Annually, July | |
| | | Annually report to the Australian Charities and Not-for-Profits Commission | President, Secretary, Treasurer | Annually, January | |
| | | Undertake monthly data reporting to City of Greater Bendigo during season | President | Monthly (seasonal) | |
| | | Report annually to City of Greater Bendigo Active and Healthy Lifestyles department | President | Annually, July | |
| | | Report annually to City of Greater Bendigo councillors | President | Annually, April | |
| | | Undertake reporting to Australian Taxation Office | Finance Team | Ongoing | |
| | Explore opportunities for partnering with external contractors and aquatic facilities in key areas of operation | Investigate growing Golden Square Pool Inc. by providing operational support to additional local facilities | Committee of Management | March 2022 | |
| | | Investigate partnering further with members of the Community Pool Network | Committee of Management | Ongoing | |
| | | Explore partnering with leisure and recreation companies to make operation more efficient and financially viable | Committee of Management | August 2020 | |

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| | Explore the appointment of a Patron and Ambassadors | | Committee of Management | August 2021 | |
| | Undertake negotiations with City of Greater Bendigo regarding Golden Square Pool Inc.'s lease and finance agreement | | President with Committee of Management | February-June 2020 | |
| | Grow the organisation's presence in the local not-for-profit, community and volunteering sector | | President with Committee of Management | Ongoing | |
| Finance | Ensure the ongoing financial viability and growth of the organisation | Develop an annual budget | Treasurer with Committee of Management | Annually, May | |
| | | Undertake annual external financial auditing and provide an annual financial report to members and City of Greater Bendigo | Treasurer with Committee of Management | Annually, July | |
| | | Provide monthly and annual financial reports to the Committee of Management | Treasurer | Monthly, annually (July) | |
| | | Investigate possibilities for fund investment | Committee of Management | March 2021 | |

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| | | Investigate the collaboration with other entities for procurement of goods and services | Committee of Management | August 2020 | |
| | | Annually review suppliers and contractors to ensure responsible spending of funds | President with Committee of Management | Annually, October | |
| | | Annually review entry and membership pricing structures | Committee of Management | Annually, May | |
| | | Annually review class and program pricing structures | Committee of Management | Annually, May in conjunction with budget +October | |
| | | Annually review school and booking pricing structures | Committee of Management | Annually, January | |
| | | Respond to rising operation costs by transitioning to a business model of operation in line with lease agreement with City of Greater Bendigo | Committee of Management | Ongoing | |
| | Grow programs and expand infrastructure potential through obtaining local, state and federal grants | Establish a Grants Team to investigate and apply for grants in line with the organisation's Strategic Plan | Committee of Management with Grants Team | April 2020 | |
| | Ensure fundraising opportunities to assist in financial viability and social connectedness | Develop annual fundraising plan | Marketing and Events Team | Annually, March | |

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| | Ensure sustainable operation by employing suitably qualified individuals to undertake key operational roles | Annually review number of employees to ensure operational, organisational and financial sustainability | Committee of Management | Annually, August | |
| People | Train volunteers in aquatic knowledge through industry training and professional development opportunities | Establish Golden Square Pool Pathways Program to offer set paths to employment for volunteers and those in the community needing support | Committee of Management | July 2020 | |
| | | Investigate opportunity for up to three volunteers being trained in Lifesaving Victoria's Pool Technical Operations course to ensure adequate aquatic knowledge in the organisation | Committee of Management | November 2021 | |
| | | Budget annually for employee and volunteer attendance at relevant industry conferences | Treasurer with Committee of Management | Annually, May in conjunction with budget preparations | |
| | | Train three volunteers as senior Pool Lifeguards (voluntary) to allow for longer opening hours | Committee of Management | November 2022 | |
| | Ensure aquatic risk mitigation | Employ/contract suitably qualified and approved lifeguards | Committee of Management | Annually, October | |
| | | Undertake seasonal lifeguard training requirements in line | Pool Manager, Lifeguard Management Team, | Annual, seasonal | |

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| | | with Guidelines for Safe Pool Operations | Committee of Management | | |
| | | Provide annual and ongoing training and professional development for lifeguards in line with Guidelines for Safe Pool Operation | Pool Manager, Lifeguard Management Team, Committee of Management | Annual, seasonal | |
| | | Provide leadership opportunities for lifeguards for career development | Pool Manager, Lifeguard Management Team | Seasonal | |
| | | Employ a Pool Manager to oversee regulatory operation | Committee of Management | Annually, August | |
| | Implement structures to ensure volunteer retention and equal workload sharing to stop volunteer burnout | Continue to promote and grow the Junior Volunteer Team program | Committee of Management | Ongoing | |
| | | Develop strong volunteer management and rostering strategies | Kiosk Managers, Committee of Management | October 2020 | |
| | | Recruit new volunteers across multiple areas – not just kiosk | Committee of Management | Ongoing | |
| | | Survey volunteers at the start of each season to develop a skill-based involvement level and delegate relevant tasks to appropriate volunteers | Kiosk Manager | Annually, November | |
| | | Hold regular volunteer social events including the end of season celebration and spring dinner, while exploring | Marketing and Events Team | Ongoing | |

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| | | opportunities to grow volunteer social events further | | | |
| | | Annually present certificates to Golden Square Primary School Junior Volunteer Team members at their assembly | President with Committee of Management | Annually, February | |
| | | Offer opportunities for volunteer involvement in relevant teams, including providing leadership opportunities | Committee of Management | Ongoing | |
| | | Induct and train all volunteers on the policies and procedures of the organisation | Pool Manager, Kiosk Management | Annually, November | |
| | | Investigate the broadening of volunteering opportunities in the organisation, both during and offseason | Committee of Management | Ongoing | |
| | | Annually recognise the achievements of volunteers via a celebration and recognition via social media | Online Communications Team | Annually, May (National Volunteers' Week) | |
| | | Promote via social media individual volunteer contributions | Online Communications Team | Ongoing | |
| | Ensure the health and wellbeing of | Ensure budget allocation for counselling if required | Treasurer with Committee of Management | Annually, May in conjunction with budget preparations | |

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| | employees and volunteers | Undertake lifeguard fitness and health assessments as per Guidelines for Safe Pool Operations | Pool Manager | Annually, October | |
| | Increase volunteer and employee skill development opportunities | Investigate providing new ways for all demographics, such as young people, those with a disability, multicultural communities, LGBTQI+ community and those looking for employment, to engage in Golden Square Pool Inc. through volunteering and service provision. This could be in partnership with Golden Square Pool Pathways Program, and includes opportunities for these individuals to gain experience to assist in obtaining paid employment. | Committee of Management | Annually, August | |
| Presentation and logistics | Investigate with a view to implements aquatic infrastructure improvement and upgrades for longevity and quality and service of patrons | Work with engineers and aquatic providers on the updating of the chemical shed | Committee of Management | July 2020 | |
| | | Repaint the 50m, intermediate, baby pools, pool building, pool deck and overall facility | Committee of Management | November 2020 | |
| | | Annually service the pump, chemical dosing system and automatic vacuum and take | Committee of Management | Annually, May | |

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| | | appropriate steps for enhancements if needed | | | |
| | | Explore options for heating the pool's water and thus extending the pool's swimming season | Committee of Management | March 2021 | |
| | | Undertake inspections on the pool shell and infrastructure and undertake appropriate enhancement works | Committee of Management | Ongoing, annual inspections September-November, March | |
| | | Construct a shelter over the pump area | Committee of Management | March 2021 | |
| | | Investigate the purchase of pool covers | Committee of Management | March 2021 | |
| | | Explore the replacement of the current pool pediment with wet deck | Committee of Management | July 2023-July 2024 | |
| | | Explore options for making the pool accessible for all, especially those with physical limitations | Committee of Management | August 2021 | |
| | | Undertake project and maintenance works in line with 2019 Vision 2020 Project List | Committee of Management | Ongoing | |
| | | Construct a new shade structure on site | Committee of Management | November 2022 | |
| | | Develop a family changing room, which is inclusive for all | Committee of Management | June 2021 | |

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| | | Finish replacement of fencing | Committee of Management | November 2022 | |
| | | Undertake infrastructure works to uphold pool security | Committee of Management | Ongoing | |
| Uphold the presentation of the site and undertake beautification works | | Hold monthly Friends of Golden Square Pool Working Bees to continue improving the grounds | Community Partnerships Team | Monthly | |
| | | Construct a maintenance shed to ensure safe and compliant storage of maintenance equipment | Committee of Management | June 2020 | |
| | | Develop a seasonal maintenance program to ensure a high-quality facility for patrons | Maintenance Team, Grounds Team, Committee of Management | Annually, November | |
| | | Appoint a voluntary Maintenance Coordinator | Committee of Management | Annually, August | |
| | | Undertake investments to ensure site beautification | Committee of Management | Ongoing | |
| | Develop sustainable managed IT systems, including website, cloud-based data management, online business management platforms and applications | | Annually review Online Communications Team, including social media use and website development and remuneration | Committee of Management | Annually, August |
| | | Develop shared operations documents through cloud-based data management systems in line with Data Management Plan, Kiosk | Committee of Management | October 2021 | |

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| | | Managers and Pool Operations Team | | | |
| | | Explore various accounting and business software for payroll, entry data counting and stock reconciliation to determine best service | Finance Team | October 2020 | |
| | | Explore the expansion of site technology including NBN | Committee of Management | March 2022 | |
| Marketing | Continue to grow and develop the strategic marketing presence of the organisation within the Greater Bendigo community and beyond | Develop a strong marketing plan to grow membership base and patronage, presented annually to Committee of Management | Marketing and Events Team | Annually, September | |
| | | Highlight membership benefits and linkages with other Greater Bendigo pools | Marketing and Events Team | October 2020 | |
| | | Investigate the possibility of new social media platforms to engage greater audiences | Marketing and Events Team | Ongoing | |
| | | Implement a Style Guide and key language guide to ensure consistent branding and messaging | President with Marketing and Events Team | February-October 2020 | |
| | | Gain new sponsors | Marketing and Events Team | Ongoing | |

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| Community | Provide a strong health, fitness and wellbeing program | Retain water aerobics, yoga, Freestyle Pool Fit and Zumba style classes | Committee of Management | Ongoing | |
| | | Investigate providing new classes including expanding morning lap swimming | Committee of Management | November 2020 | |
| | | Share health and wellbeing opportunities and benefits on social media | Online Communications Team | Ongoing | |
| | | Develop a class pass card with pricing structure | Kiosk Manager with Committee of Management | October 2020 | |
| | Promote and encourage active transport to the pool, such as cycling, scootering, walking and running | Develop an active transport plan and program to encourage active travel to Golden Square Pool, utilising surrounding tracks and trails | President with Committee of Management, Online Communications Team | October 2020 | |
| | | Further partnerships with organisations such as Bike Bendigo and Bendigo Sustainability Group to promote active travel | President with Committee of Management | Ongoing (+ develop seasonal events) | |
| | | Hold events, such as triathlons, to promote and encourage the benefit of active and healthy living and lifestyles | Committee of Management, Marketing and Events Team | Ongoing (+ seasonal) | |
| | | Link with other organisation initiatives to promote healthy living | Committee of Management | Ongoing | |

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| | Continue the growth of SwimSafe Bendigo | Annually appoint a voluntary SwimSafe Bendigo coordinator and SwimSafe Bendigo Committee with delegate authority for the program's implementation | Committee of Management | Annually, August | |
| | | Investigate funding models | SwimSafe Bendigo Coordinator with SwimSafe Bendigo Committee | Ongoing (by September each year) | |
| | | Develop a program curriculum | SwimSafe Bendigo Coordinator with SwimSafe Bendigo Committee | October 2020 and then annually | |
| | | Recruit volunteer swim instructors and leading teachers to implement the developed swimming curriculum | SwimSafe Bendigo Coordinator with SwimSafe Bendigo Committee | Ongoing (by September each year) | |
| | | Form partnerships with local organisations to ensure student enrolments | SwimSafe Bendigo Coordinator with SwimSafe Bendigo Committee | Ongoing | |
| | | Partner with schools to provide free swimming lessons to targeted students | SwimSafe Bendigo Coordinator with SwimSafe Bendigo Committee, Golden Square Pool Inc. Committee of Management | October 2020 | |
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| | Expand the Community Garden program | Appoint a voluntary Community Garden coordinator | Committee of Management | Annually, August | |
| | | Develop innovative ways for incorporating the Community Garden into existing programs | Community Garden Coordinator with Community Partnerships Team | Ongoing | |
| | | Continue the weekly garden and maintenance relationship with local schools or organisations | Community Garden Coordinator with Community Partnerships Team | Ongoing | |
| | Develop strong connections with local schools to grow the existing school's patronage | Establish a Golden Square Pool Swim School to offer a competitive swimming lesson alternative for schools | President with Committee of Management | October 2020 | |
| | | Investigate the development of fun-day packages for primary and secondary schools | Committee of Management | October 2021 | |
| | Establish strong partnerships with local organisations and businesses to grow the organisation as a vibrant community hub | Annually appoint a voluntary Community Partnerships Coordinator and Community Partnerships Team to develop partnerships to realise strategic goals | Committee of Management | Annually, August | |
| | Hold a strong and diverse annual events season | Marketing and Events Team to annually implement a strong events program (during and off-season), and report to Committee of Management | Marketing and Events Team | Ongoing, with plan presented annually in September | |

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| | Provide programs that offer opportunities for skill development | Provide training opportunities to upskill those looking for employment and to advance | Committee of Management | Ongoing | |
| | Develop a strong offseason program to become a dynamic all-year organisation that focuses on promoting the work of the organisation | Become involved as an organisation in Bendigo and community events to promote the organisation's name, position and platform | Committee of Management, Marketing and Events Team | Ongoing, plan presented annually in February | |
| Sustainability | Engage with City of Greater Bendigo on future plans incorporating Golden Square Pool Inc. | Be actively involved in Golden Square Recreation Reserve Master Plans development process | President with Committee of Management | Ongoing | |
| | | Provide relevant feedback to the development of City of Greater Bendigo's Aquatic Strategy | President with Committee of Management | Ongoing | |
| | | Provide relevant feedback to public space, active and healthy living, volunteering and community strategies undertaken by City of Greater Bendigo | President with Committee of Management | Ongoing | |
| | Investigate opportunities for shared facilities in the Golden Square Recreation Reserve | Investigate the undertaking of works to rebuild changerooms and kiosk buildings to be shared with other users in the Golden Square Recreation Reserve. This may occur as part of Golden Square Recreation Reserve | Committee of Management | Ongoing | |

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| | | Master Plans development process | | | |
| | | In the interim, work with user groups to investigate use of change room facilities during pool off season | President with Committee of Management | March 2020 | |
| | | Work with neighbouring sporting organisations for use of the pool for training | President | October 2020 | |
| | Become more environmentally conscious and take relevant steps to change facets of the organisation to be aware of our carbon footprint and environmental position | Form a Sustainability Team to guide the Committee of Management's environmental decision-making | Committee of Management | August 2020 | |
| | | Investigate the implementation of One Planet Living Principles to guide the organisation's sustainability practices | Sustainability Team | February 2021 | |
| | | Implement data management for water, electricity and chemical use for consumption tracking and to ensure sustainable financial management | Sustainability Team with Data Team and Committee of Management | Ongoing | |
| | | Purchase and install a tank to incorporate recycled water into daily grounds and maintenance operation | Committee of Management | June 2020 | |
| | | Educate patrons on correct bin use | Online Communications Team | Ongoing, with promotion plans to be | |

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| | | | | implemented annually by November | |
| | | Develop organics program | Sustainability Team in conjunction with Community Garden coordinator | November 2020 | |



One problem with Golden Square Pool is you can't take a book down there to read. There is always someone ready for a chat, even if you don't know them. Plus, they may even be in the water talking to you while you're lying on the towel with your book in hand. It's a pretty good problem to have.

DEE LYNCH



Golden Square's
beating heart
